

DIVERSIFYING THE WORKFORCE

Maximizing integrated employment opportunities for persons with developmental disabilities

L. William Seidman Research Institute
W.P. Carey School of Business
Arizona State University
May 31, 2011

Mr. Larry Clausen (Executive Director)
Arizona Developmental Disabilities Planning Council
1740 West Adams Street, Suite 201
Phoenix
Arizona
AZ 85007

May 31, 2011

Dear Mr. Clausen

The L. William Seidman Research Institute ("Seidman Research Institute") of the W.P. Carey School of Business at Arizona State University ("ASU") is pleased to present this proposal to the Arizona Developmental Disabilities Planning Council for the provision of consulting services related to maximizing integrated employment opportunities for persons with developmental disabilities.

We understand that in Arizona, competitive, integrated employment is currently limited for persons with developmental disabilities. As a result, the Council would like to commission a review of current practices, leading to the identification and implementation of a series of recommendations that will enhance the potential for inclusion and bring about significant system change.

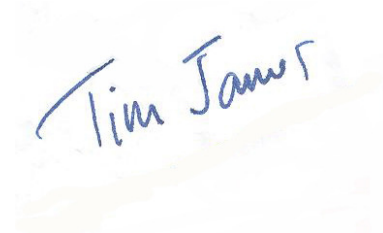
In the enclosed proposal, we provide a detailed discussion of our understanding of the scope of the work to be performed. We describe our method and the stages with which we propose to complete the analysis and prepare the final report.

Next, we introduce you to the L. William Seidman Research Institute, highlighting our reputation and extensive experience working on behalf of both public and private organizations. We identify some of our recent work and clients, and introduce the team proposed to implement this analysis for you.

Finally, we present our proposed costing for the research project.

We truly appreciate the opportunity to provide our services to you. If you have any questions about our proposal, please feel free to get in touch by phone on 480-965-2895 or via email at Timothy.James@asu.edu. We look forward to speaking with you soon.

Sincerely,



Tim James
Director of Research & Consulting, L. William Seidman Research Institute
Research Professor, W. P. Carey School of Business
Arizona State University

DIVERSIFYING THE WORKFORCE

Maximizing integrated employment opportunities for persons with developmental disabilities

Understanding of Scope

Developmental disability is a term used in the United States to describe life-long disabilities attributable to mental and/or physical impairments, usually manifested between birth and age 22. It includes the intellectually disabled, people with Cerebral Palsy, Autism spectrum disorders, physical and sensory impairments, various genetic and chromosomal disorders such as Down syndrome and Fragile X syndrome, and Fetal Alcohol spectrum disorders.

Developmental disabilities (DD) affect a person's ability to work, live, socialize and maintain self-sufficiency. In Arizona, competitive, integrated employment opportunities are limited for persons with DD.

Based on the principles of Public Law 106-402, *The Developmental Disabilities Assistance and Bill of Rights Act of 2000*, the Arizona Development Disabilities Planning Council wishes to enhance integrated employment opportunities for people with DD, to allow for additional inclusion while increasing capacity and bringing about system change.

The objectives of this current research proposal are:

- (a) To provide a snapshot of the DD employment market within Arizona, encompassing size, current support available (including state and federal programs and resources) and key trends.
- (b) To benchmark the situation in Arizona with other U.S. states, identifying best practices.

- (c) To engage with a wide range of employers and stakeholders within Arizona, investigating their attitudes towards, and benefits or perceived risks associated with offering, integrated employment for people with DD.
- (d) To recommend and develop a series of models to maximize integrated employment opportunities for people with DD within Arizona, pertinent to the current economic and political environment.
- (e) To develop a strategy for the implementation of these models, including a pilot test phase.
- (f) To implement a pilot stage, in which the effectiveness of each model will be assessed.
- (g) To produce a series of pre-tested recommendations for implementation which will maximize integrated employment within Arizona.

Method

The Seidman Research Institute proposes to conduct the required research in four stages encompassing 12 separate but interrelated tasks.

The **Research Stage** will supplement existing research and insights from organizations such as the Alliance for Full Participation with original primary research undertaken by Seidman and its appointed sub-contractors possessing a specific specialism within DD.

A series of projects and concepts, drawn from the Research Stage, will then be proposed during the **Model Design Stage** for future testing.

This testing will take place during a **Pilot Stage** in which the Seidman Research Institute and its partners will monitor results and verify effectiveness – the primary focus of the project.

The **Final Strategy Stage** will then provide the Arizona Development Disabilities Planning Council with a clear and pre-tested action plan to maximize integrated employment opportunities for people with DD.

Unless otherwise indicated, each research stage follows on logically from the preceding stage.

Research Stage

Task 1 – Developmental Disability-to-Integrated, Competitive Employment (DDICE) Supply Research

A wide range of secondary sources will be consulted to estimate the size of the DD market capable of competitive, integrated employment within Arizona, and the types of opportunity that currently exist. Primary research will also be conducted with relevant agencies working within DD to provide insight into the range and capabilities of DD persons. This will result in the creation of a classification system that matches each group's physical and mental capabilities with broad categories of employment.

Task 2 – DDICE Support System Evaluation and Research

This will identify the types of support needed to help persons with DD progress to fully integrated employment. A series of meetings and one-to-one in-depth interviews will be held with Council staff to determine the magnitude of the challenge, the role of the Council, and the types of support traditionally offered either directly or via a third party agency. The Council will also be asked to assist with the identification of key external agencies, to enable the research team to interview and hence thoroughly investigate the current support system available to persons with DD.

Task 3 – General and DDICE Hiring Trends

Segmenting the DD population into core groups based on a pre-existing or newly designed classification system, consultation will take place with experts in the field to

understand the nature of each disability, before trying to match each group's physical and mental capabilities with broad categories of employment available within Arizona. The resulting analysis will be compared with hiring trends data, to identify areas in which integrated employment for persons with DD are strong, as well as potential opportunities for future employment programs. These trends will be drawn from a telephone survey of HR departments within Arizona and secondary data (if available). This evaluation of the general labor market should identify the most effective areas where DDICE schemes can be implemented.

Task 4 – DDICE Potential Employer Evaluation

A survey will be designed and administered to CEOs and HR directors, accompanied by a letter of introduction from the Arizona Developmental Disabilities Planning Council, to assess:

- The extent to which firms within Arizona currently employ people with DD
- The duties carried out by such employees
- The willingness of each firm to consider the employment of people with DD
- Ways in which the state can best help firms diversify their workforce

Task 5 – Actual and Perceived Business Barriers to DDICE

Building upon the quantitative survey, a series of focus groups will then be held with firms in Arizona to explore in more detail their feelings towards employing persons with DD, the perceived benefits, risks and drawbacks. CEOs and/or HR directors will be targeted. Employers traditionally receptive to the employment of persons with DD will be drawn from the analysis of Tasks 3-4, supplemented by suggestions from the Disabilities Planning Council, Vocational Rehabilitation, disability-specific and job service agencies. Firms known to be ambivalent or resistant to employing people with DD will also be targeted. Each focus group should ideally contain mixed views. Group discussions will be recorded for the exclusive purpose of analysis by the research team. Participants' anonymity will be guaranteed. The key findings will be summarized in a short report, identifying

commonalities among attitudes and actions, supplemented wherever possible by reference to program performance reports and outcome data.

Task 6 – Qualitative Comprehensive Evaluation of State and Federal DDICE Resources and Programs

This will consist of a comprehensive review of all state and federal programs and resources that are available to, and necessary for, persons with DD to become potential candidates for employment. This review will examine each program from three perspectives:

- The employer
- The employee with DD
- The state

A quantitative cost effectiveness measure will also be included as part of this task to help guide future model development.

Task 7 – Benchmarking Best Practice in DDICE

Concurrent with Task 6, structured telephone interviews will be held with a selection of representatives from the 49 other DD Planning Councils (or equivalent) within the U.S. to ascertain what they do, how they do it, and their results. The benchmarking exercise will then conclude with a series of case studies from different Councils, to provide a real-life context to the examples of best practice.

Model Design Stage

Task 8 – Defining Necessary and Desirable Community Infrastructure for Optimal DDICE

Informal discussions will be held with both people who have DD but have successfully migrated into fully integrated employment, and those involved in their development process, to establish:

- The help they received in finding a job
- The accessibility of these resources
- Areas in which they could have benefited from more help

Task 9 – Creation and Evaluation of Program Options for DDICE in Arizona

A program of financial and other support incentives will be outlined for possible implementation in Arizona. Some of these incentives will be drawn from best practice in other states. The direct cost of each potential financial incentive will be analyzed from an Arizonan perspective and compared to the indirect and social benefits of a more diverse workforce. This will culminate in the creation of a range of models to facilitate integrated employment opportunities, for consideration by the Arizona Developmental Disabilities Planning Council and appropriate stakeholder partners.

Pilot Stage

Task 10 – Implementation of Pilot Studies

Working in partnership with the Arizona Developmental Disabilities Planning Council, the Seidman Research Institute will agree upon the number and type of pilot studies to be implemented from the range of models outlined in Task 9.

Managing all preparations for, and the actual launch of, these pilot studies, Seidman will draft an appropriate communications and promotional strategy for each scheme to maximize participation. Seidman will also manage all aspects of implementation. Key metrics to be used as part of the evaluation phase will be agreed prior to the launch of each pilot study as part of this task.

Task 11 – Monitoring Results & Effectiveness

Using all pilot study results, an assessment of the most effective strategies to maximize integrated employment from the perspective of both employer and employee will be prepared for the Council. Seidman will highlight the best and worst aspects of each pilot study. This will form the basis for the recommendation of an Arizona specific strategy to maximize integrated employment opportunities.

Final Strategy Stage

Task 12 – Recommending a Strategy for DDICE in Arizona

Upon completion of the pilot studies, the Seidman Institute will draft and issue a clear set of

recommendations to maximize the potential for integrated employment. Adopting a non-academic tone to widen appeal to a broad audience of developmentally disabled consumers, policy makers, family members and other appropriate stakeholders, these recommendations will be made available in a variety of formats.

Deliverables & Timeline

The Seidman Research Institute will prepare two final reports within the Arizona Developmental Disabilities Planning Council template addressing each of the objectives outlined within this proposal.

One of the reports will be a comprehensive and detailed presentation of the entire project. Initially delivered as a written draft for review by the Arizona Developmental Disabilities Planning Council, it will contain a review of existing literature plus an overview of any primary research undertaken, a thorough explanation of all model development work, report key findings from the pilot phase and conclude with a set of recommendations to effectively maximize integrated employment opportunities.

The second report will simply summarize key findings and recommendations.

Both reports will be principally branded as Council projects, and written in an accessible, non-academic format to maximize their impact and distribution amongst a broad audience of developmentally disabled consumers, policy makers, family members and other appropriate stakeholders. However, clear acknowledgement will also be made of ASU's W.P. Carey School of Business, and in particular the Seidman Research Institute, as the authors of any published material.

A two-year project is proposed, with the start date to be confirmed by the client.

Bimonthly meetings will be scheduled with the client for the duration of the project to maximize feedback and ensure that the study accurately fulfils the Council's

needs. Consultation will also take place with an advisory panel on a quarterly basis. This advisory panel will consist of key individuals possessing an interest in DD, based upon the recommendations of both Seidman and the Arizona Developmental Disabilities Planning Council.

Sub-reports will also be produced upon completion of each task and in accordance with a timeline to be agreed with the client at project commencement.

About Us

L. William Seidman Research Institute

The L. William Seidman Research Institute serves as a link between the local, national, and international business communities and the W.P. Carey School of Business at Arizona State University. It collects, analyzes, and disseminates information about local economies, benchmarks industry practices, and identifies emerging business research issues that affect productivity and competitiveness.

With distinguished faculty from the W.P. Carey School of Business, a staff of experienced economists, and tools that support sophisticated statistical modeling and computer-based planning, the Seidman Research Institute offers a host of economic research and consulting services, including economic impact analyses, economic forecasting, and strategic analyses of economic development opportunities.

Clients & Previous Work

The Seidman Research Institute is proud to serve as an economic research and consulting resource for a variety of public and private clients across multiple industries. Clients include government agencies, regulatory bodies, public and privately-held firms, academic institutions, and non-profit organizations. During the past couple of years, the Institute has worked for:

- Arizona Corporation Commission (ACC)
- Arizona Department of Mines and Mineral Resources
- Arizona Hospital & Healthcare Association (AzHHA)

- Arizona Investment Council (AIC)
- Arizona Public Service Corporation (APS)
- Arizona School Boards Association
- The Boeing Company
- Executive Budget Office of the State of Arizona
- Goodwill Industries
- Intel Corporation
- Raytheon
- Tostitos Fiesta Bowl
- Valley METRO Light Rail
- Waste Management Inc.

Examples of Recent Work

Here is a small sample of Seidman's recent commissions:

- "Evaluating Return on Investment in Maricopa County Workforce Training Programs," Spring 2011
- "Arizona's Technology Labor Force: An Analysis of Local Market Conditions," 2011
- "Aerospace & Defense Industry – An Intellectual Roadmap for Economic Development," March 2011
- "The Economic Impact of Proposed Incentives for New Business," February 2011
- "The Potential Economic Impact of Withdrawing from Medicaid in Arizona," January 2011
- "Valley METRO Naming Rights Evaluation," September 2010
- "Waste Management – Industry Trends & Future Business Opportunities," August 2010
- "Improving the Fiscal System of Arizona State Government," May 2010
- "The Economic Impact of Raytheon Missile Systems 2008," May 2009
- "The Economic Impact of Goodwill Industries of Central Arizona 2007," March 2009
- "Economic Impact of the Boeing Led Ground-Based Midcourse Defense Program: Arizona Operations 2007," November 2008
- "The Economic Impact of Arizona's Hospitals on the State and its Counties," prepared for St. Luke's Hospital, January 2007
- "The Economic Impact of Fab Conversions at Intel Arizona," May 2005

- "The Economic Impact of the Mayo Clinic in Arizona 2002," May 2003

Proposed Research Team

Principal Investigator: Dr. Timothy James is the Director of Research and Consulting at the L. William Seidman Research Institute and Research Professor in the Department of Economics in the W. P. Carey School of Business. He has extensive experience in consulting and research for both the public and private sectors, with a particular emphasis upon transportation and health care issues.

A small selection of clients he has advised include the U.K. Prime Minister, the European Commission, the UK Rail Passenger Council, the state of New Jersey, the Texas Department of Transportation, Goldman Sachs, Morgan Stanley, UBS, the Pew Center on the States, and the Arizona Investment Council. Dr. James has widespread radio, TV and written media experience including advising and making TV programs for the BBC.

Dr. James has recently completed a Medicaid study for the Arizona Hospital and Healthcare Association and is an external adviser for two workforce evaluation projects managed by colleagues at the Seidman Research Institute.

Prior to joining ASU, Dr. James was Director of Economics and Business Consulting at Halcrow Group, a global infrastructure consultancy. He has also worked with Oxford Economic Research Associates (Oxera) and Maxwell Stamp PLC upon a variety of transportation initiatives including the South Western Rail and Wales and the West National Express Franchises for the UK Department of Transport, an economic impact assessment for the UK Port of Dover, the development of market models for increased competition in Swedish railroad passenger traffic, passenger demand models for Arriva's UK bus operations, and an economic appraisal of development options for Port Sultan Qaboos (Oman).

Dr. James earned a B.A. and M.A. in Economics at the University of Warwick (England), followed by a Ph.D. in

Economics from the University of Southampton (England).

Project Advisor: Dr. Dennis Hoffman is Director of the Seidman Research Institute and Professor of Economics at the W. P. Carey School of Business at Arizona State University.

Dr. Hoffman has deep expertise in the economics of Arizona. In recent years, he has undertaken research and consulting for Del Webb Corporation, the Arizona Department of Transportation, the Arizona Public Service Corporation, the American Express Corporation, the Arizona Department of Environmental Quality, the Economic Analysis Corporation, Greater Phoenix Leadership and the Arizona School Boards Association.

Dr. Hoffman is currently working on two workforce evaluation projects, evaluating the ROI for Maricopa County workforce training programs and analyzing local market conditions for Arizona's technology labor force. He has also worked locally with the Mayo Clinic and St. Luke's Hospital, and examined the economic impact of goodwill industries in central Arizona.

Dr. Hoffman earned his B.S. in Economics and Mathematics from Grand Valley State University, and his M.A. and Ph.D. in Economics from Michigan State University.

Investigator: Dr. Anthony Evans is a Senior Research Fellow for the L. William Seidman Research Institute.

Dr. Evans' recent projects for Seidman include a naming rights valuation for Valley METRO Light Rail, an Aerospace & Defense initiative, a study of key trends and future business opportunities for Waste Management Inc., and ongoing research for the \$1.2 million per year intra-departmental solar initiative Az SMART.

Prior to joining the Institute, Dr. Evans held a number of senior UK and European marketing roles in the private sector. Working within sport, children's TV, public transport and educational software, he devised and

implemented marketing strategies for such well-known brands as Thomas the Tank Engine, Bob the Builder, Barney, Guinness World Records and Stagecoach UK Bus.

Dr. Evans has significant quantitative and qualitative marketing experience, from devising and implementing postal surveys to hosting focus groups and implementing structured in-depth interviews.

Dr. Evans earned a B.A. in Philosophy from King's College, London (England), an M.A. in Sociology of Sport from the University of Leicester (England) and a Sport Marketing Ph.D. from the University of Sheffield (England).

Use of Sub-Contractors: The Seidman Research Institute will, whenever it is deemed beneficial to do so, subcontract with individuals possessing a strong background in developmental disabilities, such as Erica Edwards at the Morrison Institute. Agreement will always be sought from the Arizona Developmental Disabilities Council prior to the appointment of any sub-contractor.

Advisory Panel: Key individuals within the state possessing an interest within DD will be invited to serve as advisors to the study, providing feedback upon the research, proposed pilot studies and strategy, as well as facilitating contact with appropriate companies, policy makers and existing entities. The Advisory Panel would be scheduled to meet once every three months.

A draft list of prospective members will be drawn up at the project commencement meeting, based upon suggestions from both the Council and Seidman. However, they are likely to include Professor Marjorie Baldwin (Associate Dean of Research, W. P. Carey School of Business, Professor Dennis Cortes (former CEO Mayo Clinic), and current or former members of the Arizona Developmental Disabilities Planning Council or its nominees.

Fees

The cost of this research project for the entire two years is **\$246,235**, inclusive of a 10% Facilities & Administration (F&A) charge.

It is standard ASU policy to apply a 36% F&A charge to projects of this nature. However, a discounted F&A rate of 10% is proposed for this particular study, thereby surpassing the Arizona Developmental Disabilities Council's request for a 25% cost match.

The fees to be paid can be broken down by year and stage as follows:

Year 1

Research Stage	\$97,500
Model Design Stage	\$38,850
F&A at a reduced 10% rate	\$13,635
Year 1 Sub Total	\$149,985

Year 2

Pilot Stage	\$72,500
Final Strategy Stage	\$15,000
F&A at a reduced 10% rate	\$8,750
Year 2 Sub Total	\$96,250

TOTAL TWO YEAR COST OF PROJECT \$246,235

References

The L. William Seidman Research Institute is pleased to provide the Arizona Developmental Disabilities Planning Council with the following references from select recent projects:

Gary Yaquinto
President

Arizona Investment Council
2100 North Central Avenue, Suite 210
Phoenix, Arizona 85004
E: gyaquinto@arizonaic.org
(602) 257-9200

Thomas Franz
President and Chief Executive Officer
Greater Phoenix Leadership
One Arizona Center
400 East Van Buren Street, Suite 825
Phoenix, Arizona 85004
(602) 252-5667

John Farry
Director – Community and Government Relations
METRO Light Rail
101 North 1st Ave, Suite 1300
Phoenix, Arizona 85003
E: jfarry@metrolightrail.org
(602) 744-5550

William J. Post
Former President and Chief Executive Officer
Pinnacle West Capital Corporation
P.O. Box 53999, Mail Sta. 8602
Phoenix, Arizona, 85072-3999

Nolan Wohl
The Boeing Company
P.O. Box 240002 MC JW-10
Huntsville, Alabama 35813-6402
E: Nolan.B.Wohl@boeing.com
(256) 542-6301